

**QUESTIONS FOR APPOINTEES TO THE CENTRAL MICHIGAN UNIVERSITY
BOARD OF CONTROL**

1. What goals would you like to achieve during your time on the board?
2. Over the last 15 or 20 years it seems that all state universities have been expanding programs to try to offer everything to everyone. Do you think this is a good idea?
3. Please describe the conditions that would need to exist before you would vote to increase tuition?
4. Governor Granholm recently proposed giving additional funds from the federal stimulus package to universities and community colleges that hold the line on tuition. Do you support this proposal?
5. If Central Michigan University (CMU) is facing a budget deficit, what areas would you look to first to make cuts? Please list several areas where the University has already made cuts or become more efficient.
6. Capital outlay projects for universities require a 25% match before getting funds from the state for building projects. In these tough economic times, do you think a university should be spending money on building projects rather than using that money to hold down tuition rates?
7. Do you think this is the right time for CMU to be pursuing a medical school?
8. What type of outcomes should the University measure to determine if it is being successful?
9. What is your position on the importance of state universities as authorizers of charter public schools?
10. Recently at CMU, Gary Peters was hired as a faculty member and his salary was paid for out of a private endowment. It was well known at the time that Mr. Peters was running for Congress when he was hired. Do you think this was a wise decision by the University? Why or why not? Do you feel a different selection process for this position should be used in the future?
11. In which areas of technological research does your university specialize? How effective is your school at commercializing this research to help grow the state's economy?
12. Do you think K-12 institutions are doing a good job of preparing students for college? Why?

RESPONSE TO QUESTIONS FOR APPOINTEE THE CENTRAL MICHIGAN BOARD OF CONTROL

SUBMITTED BY JOHN D HURD

FEBRUARY 17, 2009

1. WHAT GOALS WOULD YOU LIKE TO ACHIEVE DURING YOUR TIME ON THE BOARD?

I am not coming in with any special goals or agenda. I believe that the current CMU Board, along with President Rao and his administration are providing excellent leadership and direction in successfully moving the university forward. I plan to work to continue and even enhance the quality of leadership, and to assure that CMU continues to fulfill its mission as effectively and efficiently as possible.

2. OVER THE LAST 15 OR 20 YEARS IT SEEMS THAT ALL STATE UNIVERSITIES HAVE BEEN EXPANDING PROGRAMS TO TRY TO OFFER EVERYTHING TO EVERYONE. DO YOU THINK THIS IS A GOOD IDEA?

I believe that, in general, state universities have created and expanded programs in response to well documented needs. From all the background study I've done in preparation for my role as a new trustee, this appears to be the case at CMU.

I also believe that it is the role and responsibility of a trustee to carefully review proposals for new or expanded programs to assure that a sufficient need exists, and that resources will be available to implement a program of the highest quality. If these conditions cannot be adequately demonstrated, I would not vote to approve the program.

3. PLEASE DESCRIBE THE CONDITIONS THAT WOULD NEED TO EXIST BEFORE YOU WOULD VOTE TO INCREASE TUITION?

I would work to hold tuition rates at, and preferably below, the Michigan inflation rate. Before approval of any tuition increase, the following are some of the conditions that should be considered:

- a. Evidence that significant cost containment and reduction measures have been successfully instituted

- b. The existence of sufficient student financial aid resources (with loans kept to a minimum) assuring that admitted students will not be deterred from attending because of the proposed tuition increase
 - c. Evidence that qualified students who would otherwise be admitted will be denied access without the additional revenue generated by a tuition increase
 - d. Evidence that the quality of programs and services will suffer without the revenue generated by a tuition increase
 - e. Evidence that costs per student are not out of line with similar universities
 - f. Evidence that projected compensation for each of the university employee groups is prudent and fair
4. GOVERNOR GRANDHOLM RECENTLY PROPOSED GIVING ADDITIONAL FUNDS FROM THE FEDERAL STIMULUS PACKAGE TO UNIVERSITIES AND COMMUNITY COLLEGES TO HOLD THE LINE ON TUITION. DO YOU SUPPORT THIS PROPOSAL?

Any increase in tuition during these challenging economic times would have the effect of reducing access to public higher education for Michigan citizens. In the short run, individuals locked out of higher education because of higher tuition rates would be unemployed or employed in a minimum wage job, creating a drag on an already distressed economy. Faculty and staff positions will be reduced, resulting in an additional economic drag. In the long run, lower participation rates and fewer higher education graduates will reduce economic vitality and the quality of life in our state.

The use of federal stimulus funds to offset tuition increases will therefore boost the Michigan economy in both the short and long run—exactly the purpose of these funds!

5. IF CMU IS FACING A BUDGET DEFICIT, WHAT AREAS WOULD BE LOOKED TO FIRST TO MAKE CUTS? PLEASE LIST SEVERAL AREAS WHERE THE UNIVERSITY HAS ALREADY MADE CUTS TO BECOME MORE EFFICIENT.

I would first look at expenditures that are not a direct cost of instruction or direct service to students, or, given today's economic environment, expenditures that do not directly affect the economic vitality of the state. I would also look at planned equipment and capital expenditures to determine if deferrals are possible. In addition, I would look at academic and support services that are serving a declining number of students to determine if staffing could be reduced.

From looking over CMU's budget data from the past few years, it appears that the university has been following these basic strategies.

6. CAPITAL OUTLAY PROJECTS FOR UNIVERSITIES REQUIRE A 25% MATCH BEFORE GETTING FUNDS FROM THE STATE FOR BUILDING PROJECTS. IN THESE TOUGH ECONOMIC TIMES, DO YOU THINK A UNIVERSITY SHOULD BE SPENDING MONEY ON BUILDING PROJECTS RATHER THAN USING THAT MONEY TO HOLD DOWN TUITION RATES?

Allocating financial resources between operating expenses and investments in the future is always a challenging balancing act, and during these tough times the balance needs to shift toward operating expenditures (thus holding tuition down). However, it would be imprudent to forgo certain investments in facilities that are needed to support critically needed programs. Given the current scarcity of public funds, private gifts become an even more important factor, particularly in regard to funding capital projects. CMU will continue to be successful in this arena.

7. DO YOU THINK THIS IS THE RIGHT TIME FOR CMU TO BE PURSUING A MEDICAL SCHOOL?

Because of the growing health care needs of the residents of Michigan, particularly in mid and northern Michigan, and in the Upper Peninsula, and the impending physician shortage in these regions, I am generally supportive of CMU's pursuit of a medical school. However, before fully responding to the question of timing, I would like to learn more about the initiative.

8. WHAT TYPE OF OUTCOMES SHOULD THE UNIVERSITY MEASURE TO DETERMINE IF IT IS BEING SUCCESSFUL?

Listed below are some of the measures I would suggest. The data should include trend analysis, comparison with similar universities, and student data broken down by various categories; including gender, race/ethnicity, discipline and program (CMU now uses many of these measures).

- a. Student graduation rates
- b. Student time to graduation
- c. Student retention rates
- d. Student success following graduation
- e. Student competencies (value-added, pre-post testing)
- f. Cost per Student (head count and fte)

- g. Measures that document the impact of the university and its programs and services on the economic vitality and quality of life in our state

9. WHAT IS YOUR POSITION ON THE IMPORTANCE OF STATE UNIVERSITIES AS AUTHORIZERS OF CHARTER PUBLIC SCHOOLS?

I only have enough background and information to comment on the importance of CMU as an authorizer of charter public schools. Based on CMU's historical excellence in this area, and the level of performance demonstrated by CMU chartered schools, I am generally supportive of CMU's involvement in this area. As a trustee I look forward to learning more about the CMU program and issues involved, particularly issues related to accountability.

10. RECENTLY AT CMU, GARY PETERS WAS HIRED AS A FACULTY MEMBER AND HIS SALARY WAS PAID FOR OUT OF A PRIVATE ENDOWMENT. IT WAS WELL KNOWN AT THAT TIME THAT MR PETERS WAS RUNNING FOR CONGRESS WHEN HE WAS HIRED. DO YOU THINK THAT THIS WAS A WISE DECISION BY THE UNIVERSITY? WHY OR WHY NOT? DO YOU FEEL A DIFFERENT SELECTION PROCESS FOR THIS POSITION SHOULD BE USED IN THE FUTURE?

I believe that the search and selection process for all faculty positions, regardless of funding source, should result in the selection of the best possible candidate, and should include at least the following well defined and agreed upon elements:

- a. Wide national advertising of tenure track positions (with special emphasis on reaching members of underrepresented groups) that includes, at a minimum, the position description, application process, and start date (non-tenure track position announcements could be limited to in-state advertising)
- b. A well defined statement of required and desired education, experience, and competencies, and any other relevant requirements
- c. A screening and recommending committee comprised of individuals committed to a fair and open process, and includes representation inside and outside the discipline, as well as appropriate gender and racial/ethnicity representation
- d. A well defined screening committee process and criteria for recommendations
- e. A well defined decision and review process

I am not familiar with the specifics of the Gary Peters hire, but, based in the information presented, it does raise questions as to whether a process similar to the one outlined above was followed.

11. IN WHICH AREAS OF TECHNOLOGICAL RESEARCH DOES YOUR UNIVERSITY SPECIALIZE? HOW EFFECTIVE IS YOUR SCHOOL AT COMMERCIALIZING THIS RESEARCH TO HELP GROW THE STATE'S ECONOMY?

CMU is moving forward with a number of research initiatives supported by federal funding that have the potential for commercial spinoffs that will help grow the state's economy. These initiatives include nanotechnology research, water remediation research, alternative energy research, and advanced materials research. Commercialization of basic research is, of course, is a major challenge faced by all Michigan research universities. We are confident that CMU's Smart Zone will be effective in helping CMU and Michigan entrepreneurs commercialize this research.

12. DO YOU THINK K-12 INSTITUTIONS ARE DOING A GOOD JOB OF PREPARING STUDENTS FOR COLLEGE?

No. Based on assessments of new university students, an alarming percentage of high school graduates attending Michigan universities are not prepared for college level reading, writing, and mathematics, and are required to take one or more remedial courses. From my experiences as a university faculty member, I know that students' basic skills shortcomings (even after remediation) create pressure to reduce university academic standards. In addition, these basic skill deficiencies result in additional costs to taxpayers and students (paying twice for basic skills instruction), and tends to lengthen the time students needs to complete their degree (another cost factor).

This is a very serious and complex problem that needs much more attention and focus, and a more cooperative effort by the K-12 schools, universities and community colleges, and state government.